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Faculty Recruitment Questionnaire.
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A questionnaire inquiring into faculty recruiting practices was sent to 219 institutions holding membership in the American Association of State Colleges and Universities. The 177 institutions that responded are grouped on a chart according to the regional accrediting association to which they belong. Questions covered faculty-student ratio, major sources of information and methods of recruitment, academic areas that are difficult to staff, and interest in using an agency's resources. Department heads of major universities, major university placement offices and association meetings are the major sources for finding new faculty. (JS)

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TO: All Member Institutions, AASCU

FROM: Virgil W. Gillenwater

SUBJECT: FACULTY RECRUITMENT QUESTIONNAIRE

Enclosed you will find the results of a recent study inquiring into the faculty recruiting practices of those institutions holding membership in the American Association of State Colleges and Universities. This was a joint project of Northern Arizona University, Flagstaff, Arizona, and Trenton State College, Trenton, New Jersey.

Two hundred and nineteen institutions were asked to respond to the initial questionnaire, a copy of which is enclosed in order that you can better interpret some of the materials. One hundred and seventy-seven institutions responded with materials for the analysis.

In order to better facilitate a feasible distribution of the 177 institutions, they were grouped according to the Regional Accrediting Association to which they belong. Although the chart will in most cases enable anyone to understand how the institutions reacted to the various items, there are some interesting commentaries to be made.

1. Various practices are identified from institutions enrolling as few as 400 students to those enrolling more than 22,500. Each Regional Accrediting Association provided a representative group of colleges and universities. No single geographical region seemed to treat the questionnaire less lightly than any other.

2. The highest student-faculty ratio reported was 15 to 1, and the lowest was 12 to 1. The Northeast and the Middle State institutions seem to fare better than the other colleges and universities in the Association. In either case in these geographical areas the average student-faculty ratio is 15 to 1. The Northwest, as a region, reported the highest of 20.7 to 1, though the Southern and North Central are approximately the same.

3. Three major sources for identifying possible faculty for vacancies seem to stand out in all areas. (1)Department heads of major universities, plus (2) major university placement offices, seem to draw the greatest attention.

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U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

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Association meetings and conventions, however, turn out to be nearly as popular as the initial source for the identification of aid in filling vacancies. Some institutions are using commercial placement agencies, and advertising in journals and newspapers, etc., but not nearly to the extent that they depend upon the other three sources. No usable information was gained from institutions using "other" sources.

5. Responding institutions do not rely heavily on faculty recruitment trips scheduled solely for that purpose. The majority of institutions do not assign one administrative officer the major responsibility for faculty recruitment. At the same time there is further evidence on both these questions that (1) recruitment trips are made a part of association meetings and convention trips, and (2) it is not too unusual for one administrative officer to be assigned a major responsibility in the area of faculty recruitment.

6. Responding member institutions indicate that colleges and universities at least as represented by membership in the AASCU, may be inbreeding with respect to the geographical area in which they find themselves. Institutions more often than not expect to find their faculty in the area represented by their Regional Association. If there is a tendency otherwise, it would be that a number of institutions from the other Regional Associations are dipping into the Midwest. Part of the explanation for institutions staying closer to home in looking for new faculty may be the fact that invariably they seem to have fewer monies than they need to handle the recruitment process effectively.

7. Some very specific patterns develop as institutions identified those academic areas in which they have had the greatest difficulty in finding new faculty. Mathematics (1), and sociology (2), seem to stand out well above the others in all geographic areas except the Northeast where sociology is not mentioned as one of the first four areas of critical need.

8. There were relatively few responses in locating any uniquely advantageous procedure(s) in searching for faculty. Such items as: Chartering a plane and dropping a number of faculty off at one campus one day and picking them up the next; personal contacts of different faculty members; and dropping in on placement offices without advance notice, might be useful to some institutions that did not provide any suggestions here.

9. Only a single institution out of the 177 responding indicated "all or almost all" funds needed for accomplishing the various recruiting and follow-up procedures. Typically, approximately one half of the respondents feel that they have "some" monies for sending staff to recruit or interview off campus. A lesser number said they have "some" monies to pay expenses of candidates or at least make a partial payment to candidates for expenses. Most of the institutions responding indicate that they have "no" monies for moving expenses of new faculty or other initial financial benefits for them. This was the most difficult item of all to analyse carefully and yet it would have been presumed to have been this way. Institutions must make decisions on how budgeted monies can be spent if they have this liberty, and in most cases they are not always able to know in advance how much might be devoted to certain phases of the recruitment picture. Other colleges and universities are prevented by law from using money in this manner unless they can discover a means to accomplish it under the guise of "consultant's fee", etc.

10 - 11. Member institutions in general look with favor upon the possibility of finding and using an agency's resources for search and identification of candidates, providing certain conditions be met. They are not willing, however, to pay more than a nominal sum for either a membership rate or the amount needed to search for any particular kind of candidate. Approximately one third of the responding membership feel that if arrangements could be made for a $25.00 initial fee, with not more than a $25.00 charge for each position search per candidate, that this might work to their advantage.

12 - 13. The typical college or university does not feel that they have any unusual problems with faculty breaking contracts after the agreed upon deadline. Out of a relatively small number of respondents the greater number feel that there might be some merit in institutions working our arrangements identifying this type of an individual. This contrasts to one half the number who feel that this would not be advisable.

Any college or university that might be interested in more specific information is invited to write to the address below:

Virgil W. Gillenwater
Vice President and Provost
Box 4099
Northern Arizona University
Flagstaff, Arizona 86001

A.A.S.C.U.
Faculty Recruitment Questionnaire
(Condensation)

Your cooperation is requested in completing the following short questionnaire. The information is being collected for, and will be made available to, AASCU member insitutions.

1. College or University enrollment 1967-68 (Fall Semester) _____

2. Do you have a student-faculty ratio for obtaining faculty? Yes _____
   If yes, what is it? _____ No _____

3. What are your major sources for identifying possible faculty for vacancies?

   a. Major University Placement Offices _____
   b. Department Heads of major universities _____
   c. Commercial Placement Agencies _____
   d. Ads in journals, newspapers, etc. _____
   e. Conventions _____
   f. Other. List those used most: _____ _____

4. Do you rely heavily on faculty recruitments scheduled solely for that purpose? Yes _____ No _____

5. Do you have one officer generally assigned the major responsibility for faculty recruitment? Yes _____ No _____
   If so, title? _____

6. Do you depend on one or more geographical regions for most of your new faculty? Yes _____ No _____
   If yes, which region(s) ? _____

7. Are there academic areas where you have had extreme difficulties in locating quality faculty? Yes _____ No _____
   If yes, please list in order of difficulty: _____ _____

8. If you have found any procedure(s) particularly advantageous in searching for faculty, will you describe briefly: _____

9. To what extent do you have funds for the following:
   (Please indicate, "none", "some" or "all, or almost all needed")

   a. Sending staff out to recruit off campus. _____
   b. Sending staff to interview off campus. _____

c. Payment of expenses for candidates to come for interviews. _____
d. Partial payment of candidates' expenses. _____
e. Payment if position is offered and accepted. _____
f. Moving expenses of new faculty. _____
g. Other initial financial benefits. (Please list) _____ _____

10. Assuming the AASCU could interest one or more agencies in submitting a proposal to permit membership colleges and universities to use the agencies resources for search and identification of candidates, would you be interested? Yes _____ No _____

11. If yes, would you prefer exploration leading to a sizeable initial fee with a number of "free" or inexpensive candidate searches, or would your institution be served better by a small initial fee and pay an additional normal serach fee for each candidate identification? ie:

Plan	Rate	Service	
A	$ 250.00	2 searches + 5 advertisements in newsletter.	_____
B	500.00	5 searches + 5 advertisements in newsletter.	_____
C	1,000.00	10 searches + 10 advertisements in newsletter.	_____
D	25.00	Membership rate and a separate charge for each position search of $25.00 per candidate.	_____
E		Not interested in any arrangement.	_____

12. Have you had any unusual problems with faculty breaking contracts after the agreed upon deadline? Yes _____ No _____

13. If yes, would there be merit in member institutions working out some arrangement whereby offenders might be identified for other member institutions? Yes _____ No _____

14. Name of your institution: _____

FACULTY RECRUITING P
AASCU Member Institution

Number of Inst. Respond.	Geographical Region (Region. Accred. Association)	(1) Enrollment Range of Responding Inst.	(2) Faculty-Student Ratio		(3) Initial Recruiting Sources Used	(4) (5) Recruiting Procedures		Geo Regi U R
			Range	Avg.		Trips	Officer	
20	North East	400 to 9,600	14-18 to 1	15.0 to 1	A - 18 B - 13 E - 11 D - 10 C - 7	1 Yes 19 No	15 Yes 5 No	New area sl
30	Middle States	560 to 20,800	12-18 to 1	15.0 to 1	B - 26 A - 25 E - 21 D - 16 C - 8	7 Yes 23 No	9 Yes 21 No	Re plus Mi
46	Southern	760 to 15,000	13-25 to 1	20.1 to 1	B - 43 A - 35 E - 29 C - 16 D - 13	10 Yes 36 No	15 Yes 31 No	In t
58	North Central	800 to 18,000	15-22 to 1	19.7 to 1	A - 54 B - 51 E - 40 C - 30 D - 15	14 Yes 44 No	28 Yes 30 No	Most west not
8	North West	1,280 to 7,800	20-22 to 1	20.7 to 1	B - 8 A - 7 E - 7 D - 1	2 Yes 6 No	5 Yes 3 No	Ro and
15	Western	900 to 22,500	14-16.6 to 1	15.5 to 1	B - 14 A - 13 E - 11 D - 5 C - 3	7 Yes 8 No	4 Yes 11 No	W and
177	TOTALS	400 to 22,500	12-25 to 1	18.2 to 1	B - 155 A - 152 E - 119 C - 64 D - 60	41 Yes 136 No	76 Yes 101 No	Ten in ow

RUITING PRACTICES
Institutions, 1968-69

Joint project of: Northern Arizona University
Trenton State College

(5) ng es ficer	(6) Geographical Regions Most Used to Recruit	(7) Academic Areas in Order of Need	(10) Use of Agencies	(11) Plans and Fees	(12) Contracts	(13) Identi-fication Desired
5 Yes 5 No	New England area expanded slightly	Math Psych. Womens' P.E.	14 Yes 6 No	7 - D 3 - A 1 - E	3 Yes 17 No	3 Yes 3 No
9 Yes 1 No	Regional plus some in Midwest	Math Sociol. Physics Econ.	22 Yes 7 No	12 - D 5 - E 3 - B 1 - A	8 Yes 21 No	9 Yes 3 No
5 Yes 1 No	In the South	Math Sociol.	35 Yes 11 No	17 - D 8 - E 2 - A 2 - B	12 Yes 34 No	11 Yes 3 No
8 Yes 0 No	Most in Mid-west though not confined	Math Sociol. Bus. Ad. English	39 Yes 15 No	20 - D 9 - E 4 - A 2 - B	16 Yes 41 No	22 Yes 6 No
5 Yes 3 No	Rocky Mt. and Midwest	Math Bus. Ad. Sociol.	7 Yes 1 No	5 - D 1 - E 1 - A	3 Yes 5 No	2 Yes 3 No
4 Yes 1 No	West and Midwest	Bus. Ad. Sociol. Phil. Math	14 Yes 1 No	5 - E 4 - D 1 - A	2 Yes 13 No	1 Yes 4 No
76 Yes 01 No	Tend to stay in own regions	Math Sociol. Bus. Ad.	131 Yes 41 No	65 - D 29 - E 12 - A 7 - B	44 Yes 131 No	48 Yes 22 No